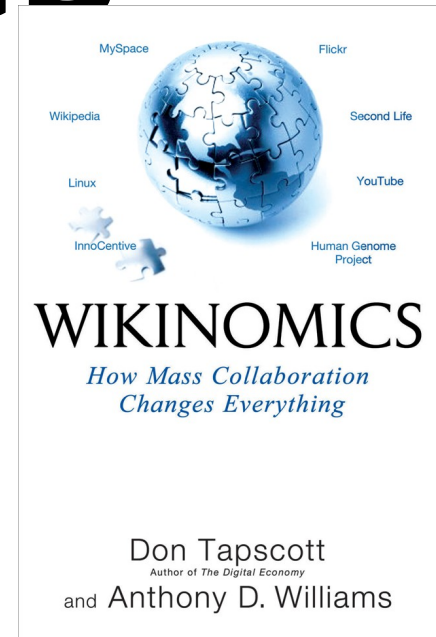


WIKINOMICS

How Mass Collaboratio n Changes Everything



Anthony D. Williams

World's most powerful supercomputer?



Supercomputer

PetaFlops: a thousand trillion operations per second by 2010



The real supercomputer



Global platform for collaboration



A generation that has grown up interacting



Net Generation Norms

- Freedom
- Customization
- Scrutinizers
- Integrity
- Collaboration
- Entertainment
- Speed
- Innovation

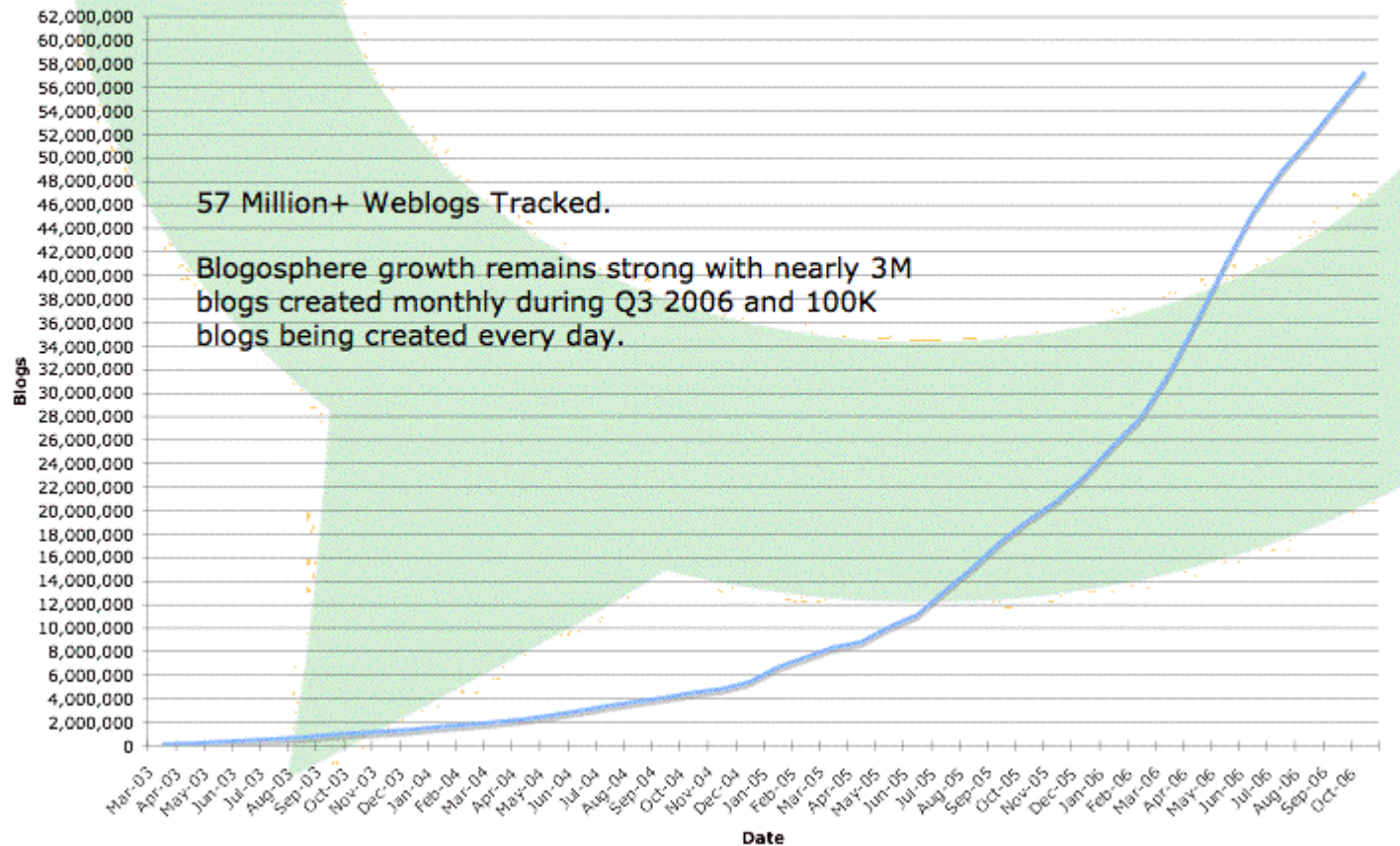
Age of participation



The world's largest coffeehouse



Weblogs Cumulative: March 2003 - October 2006

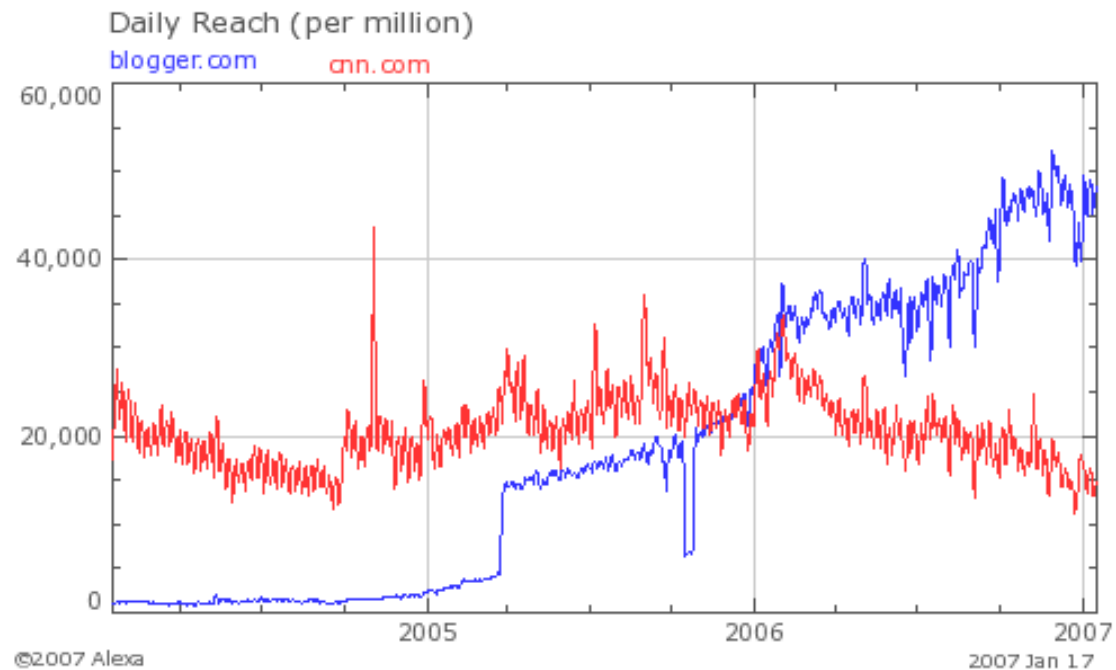


The power of collaborative communities

Blogger.com beats CNN.com



vs.

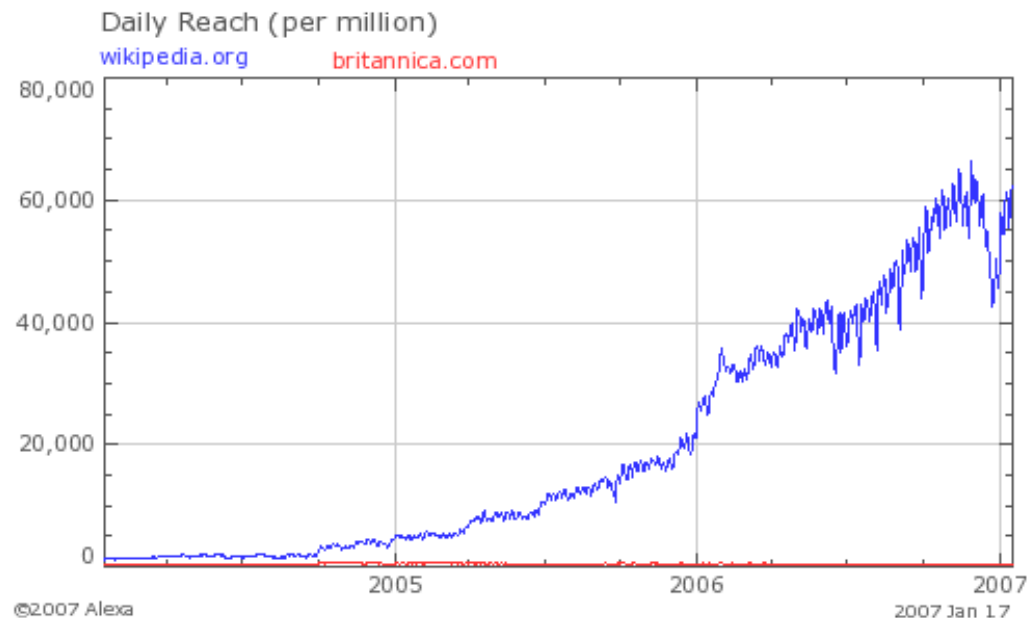


The power of collaborative communities

Wikipedia.org beats Britannica.com



VS.

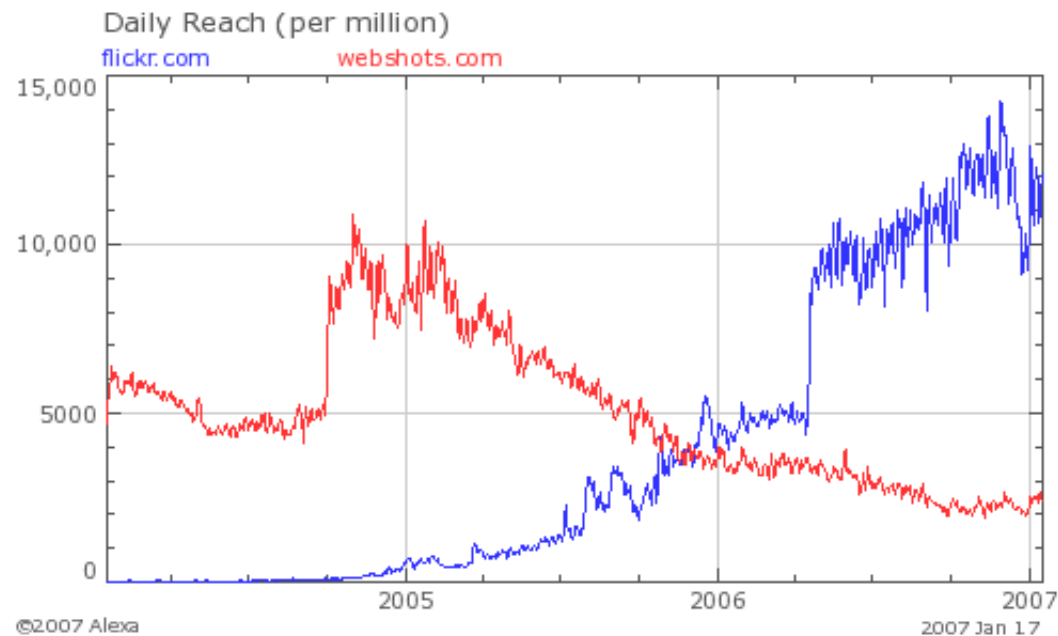


The power of collaborative communities

Flickr.com beats WebShots.com



vs.

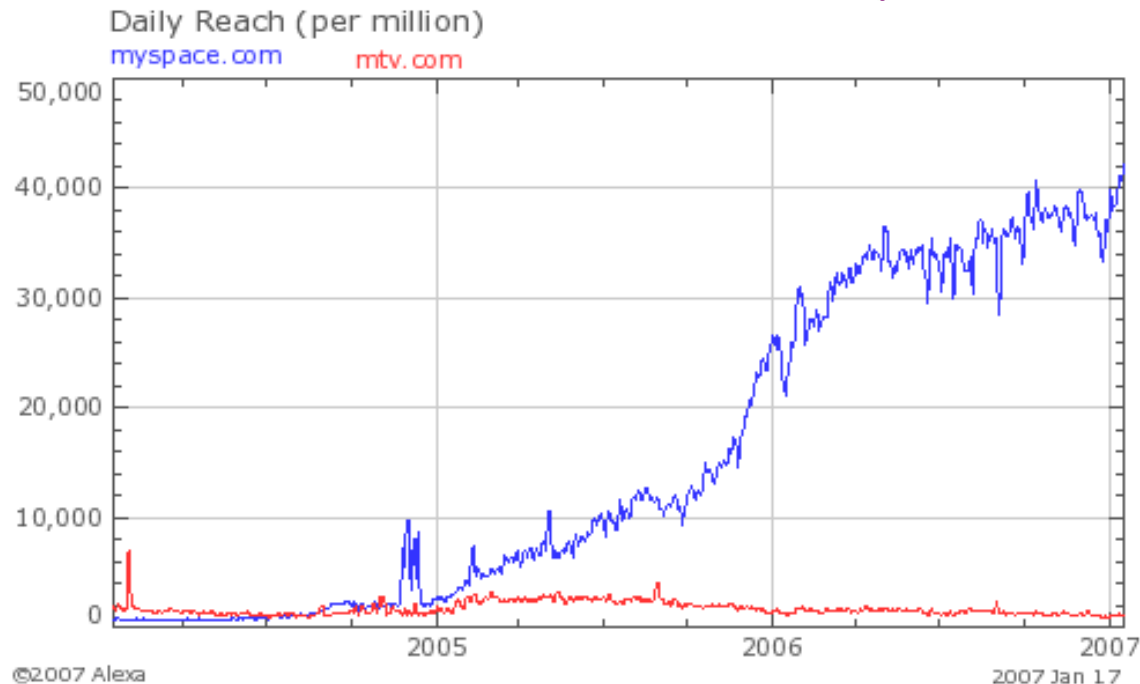


The power of collaborative communities

Myspace.com beat MTV.com



VS.



An architecture of participation

Web 1.0

Websites

HTML

Presentation

Content Delivery

Stickiness & Eyeballs

Walled Gardens

E-Commerce

Web 2.0

**Communities of
Interest**

XML/SOAP/UDDI/AJ

AX

**Programmabilit
y**

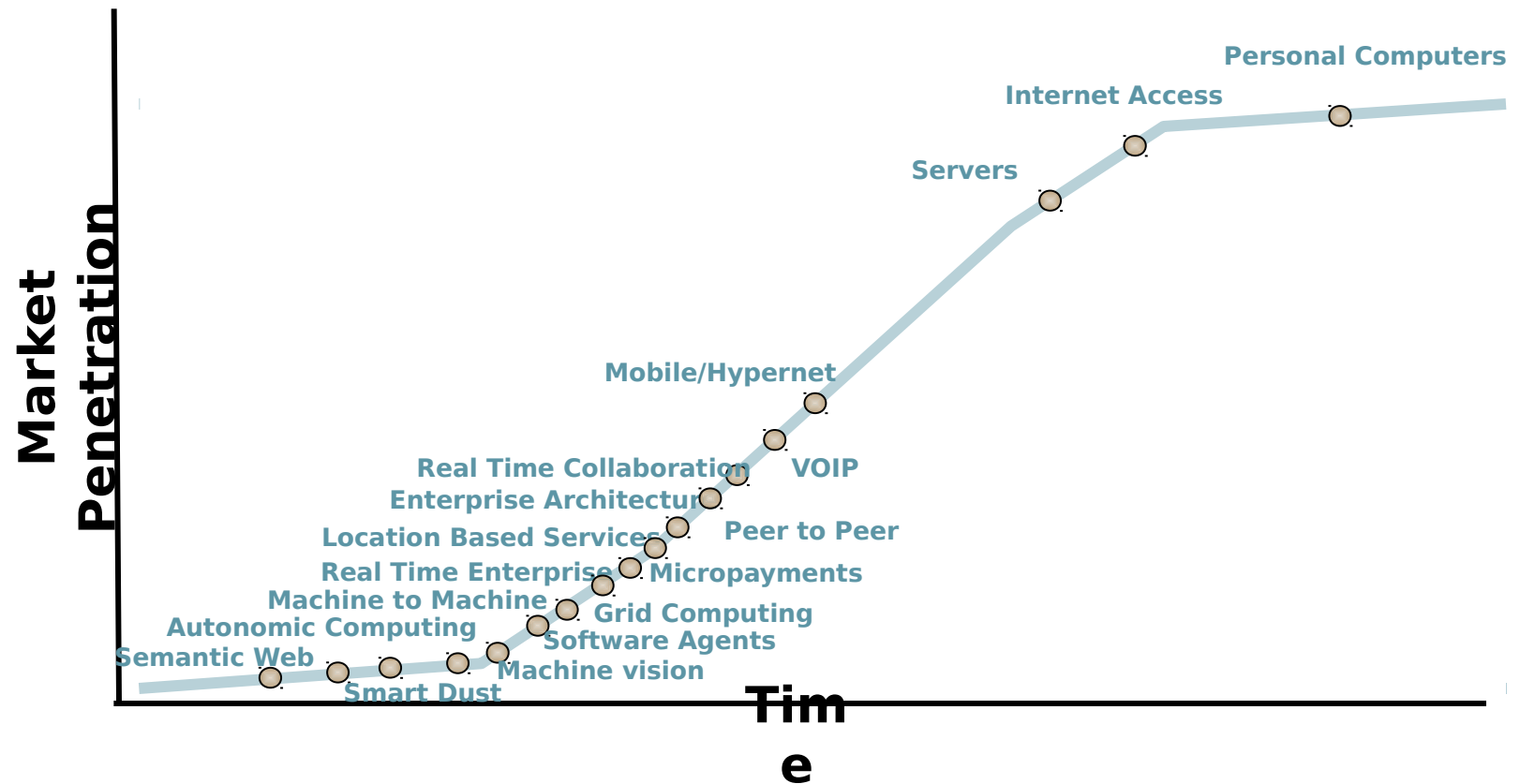
Content Creation

Participation & Syndication

Public Squares

**Networked Business
Models**

Long wave of technological innovation

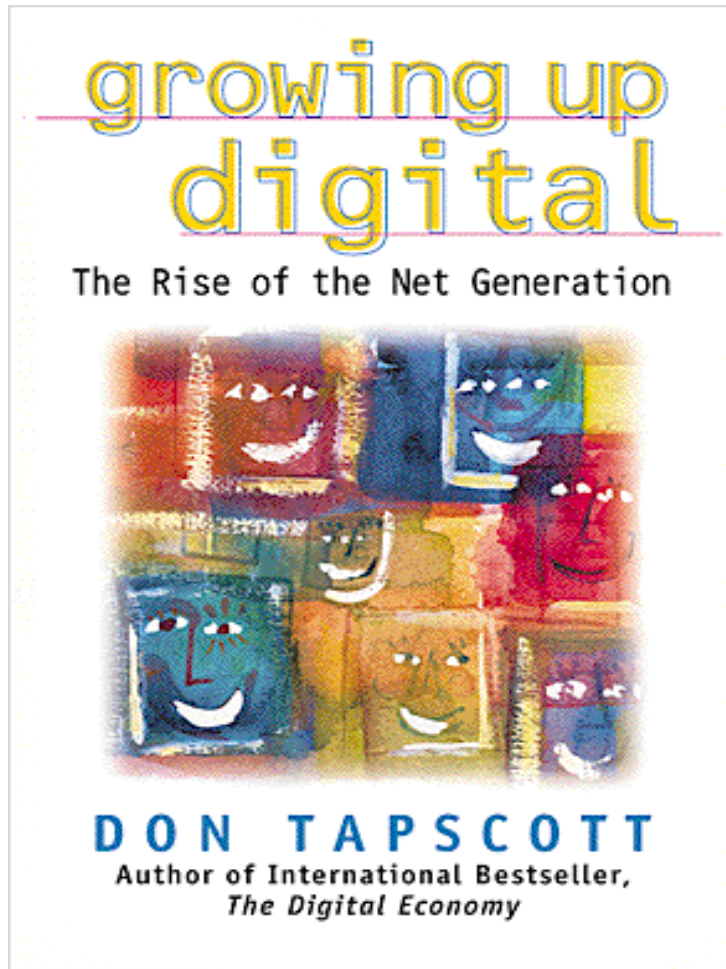


The sum total of human knowledge and culture on an iPod



- 32 million books
- 750 million articles and essays
- 25 million songs
- 500 million images
- 500,000 movies
- 3 million videos, TV shows, and short films
- 100 billion public Web pages

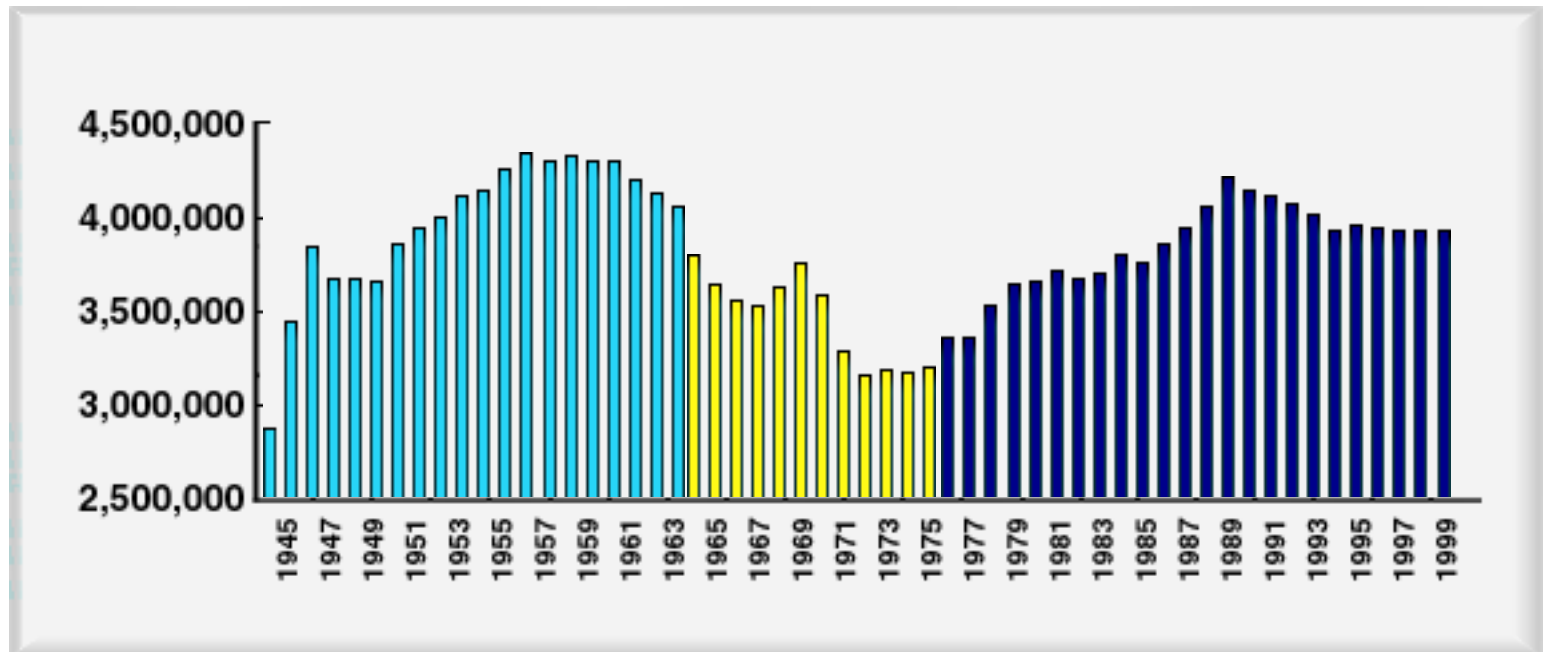
The demographic revolution



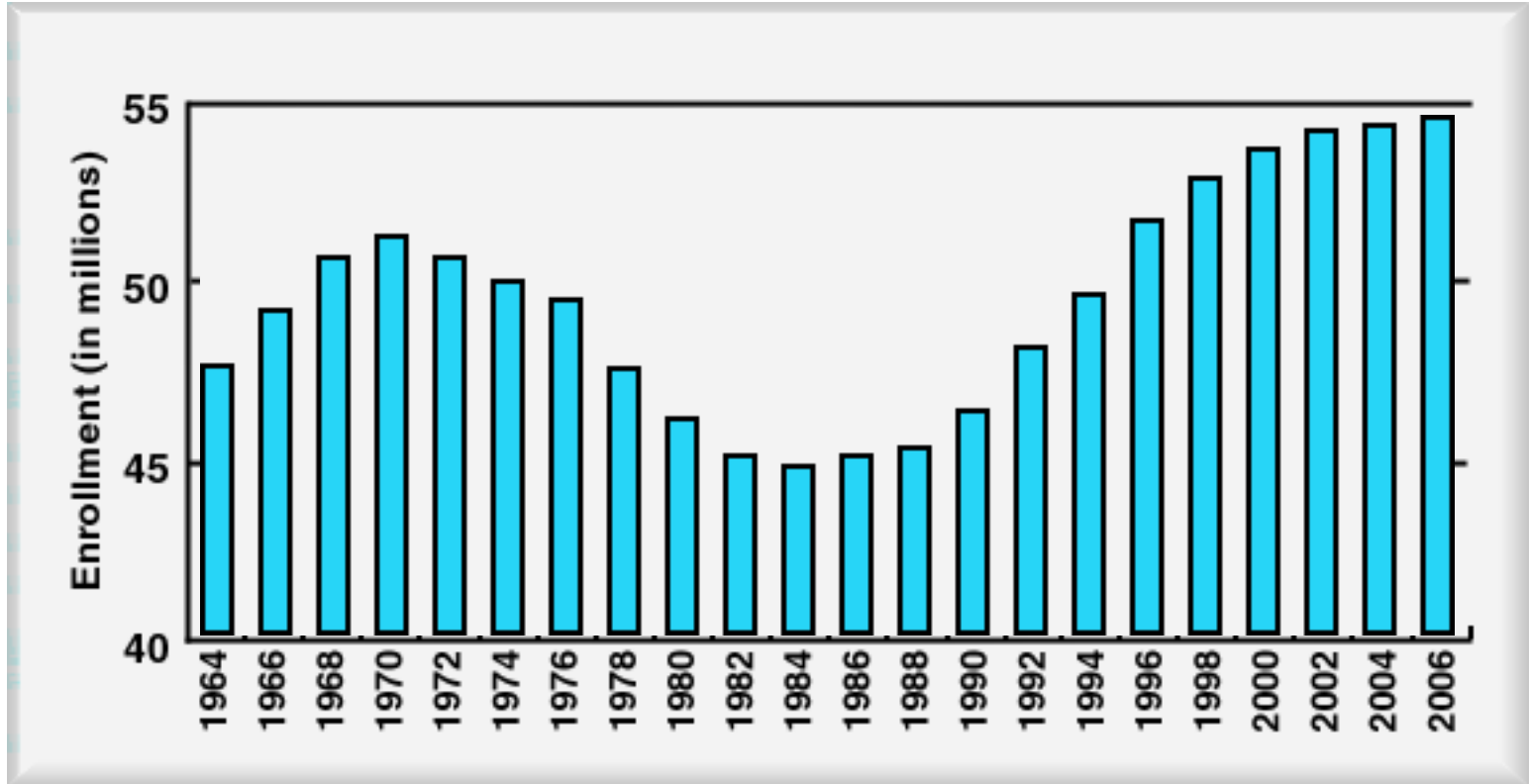
The Net Generation
Strategic Investigation

- Initial investigation in North America
- Current international investigation will look at the N-Gen in key European countries as well as Brazil, China, India, and Russia
- A fact-based analysis:
 - Extensive literature review
 - Qualitative, ethnographic research
 - Primary quantitative research and segmentation model
 - Strategic implications for marketing and management

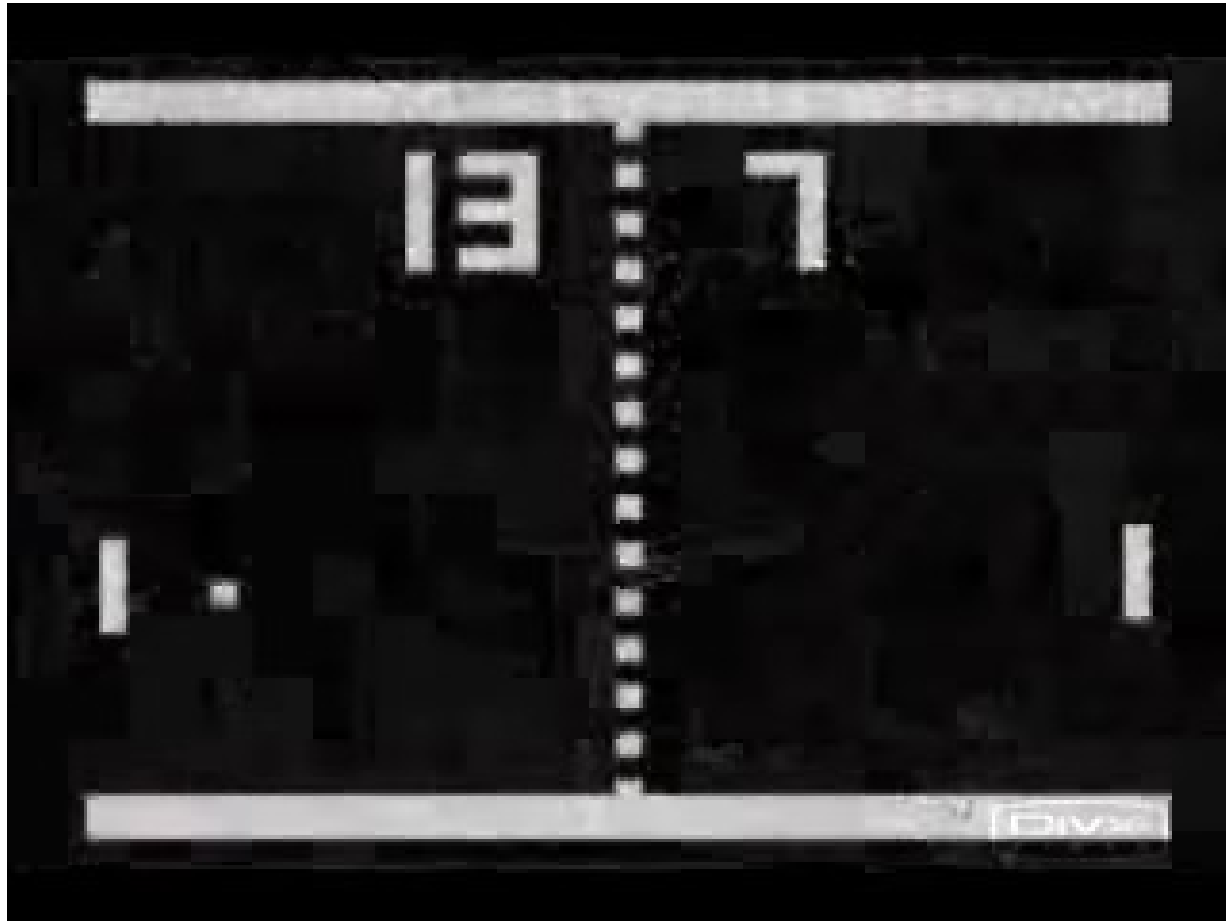
The birth rate: boom, bust and echo



School enrollment

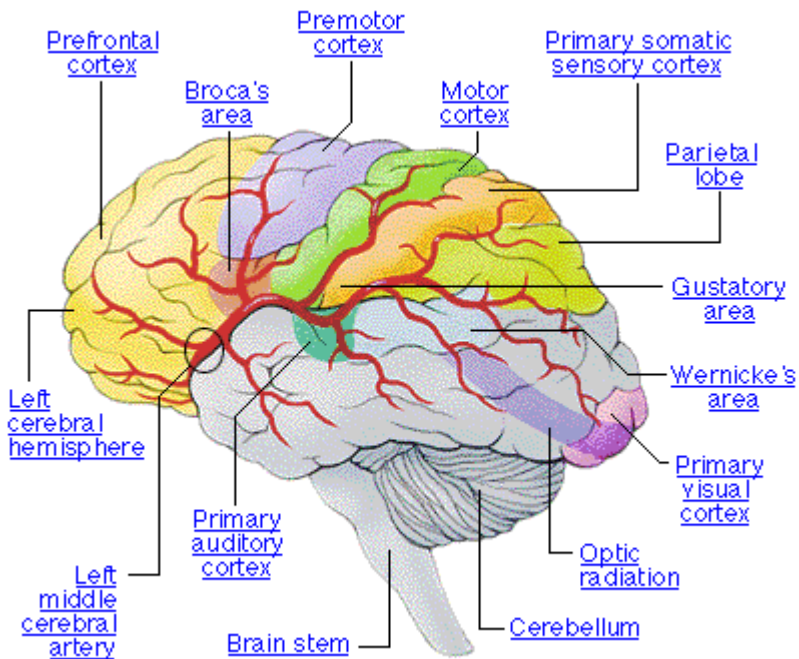


Evolution of video games

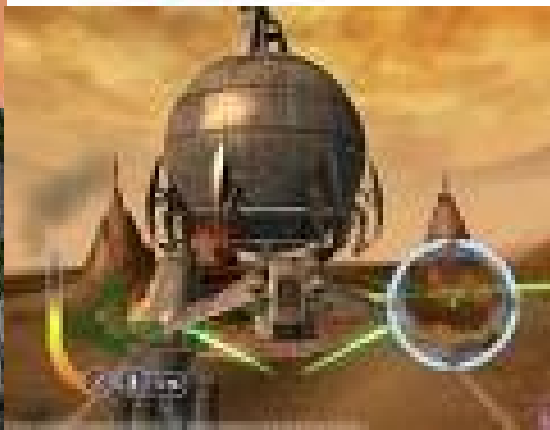
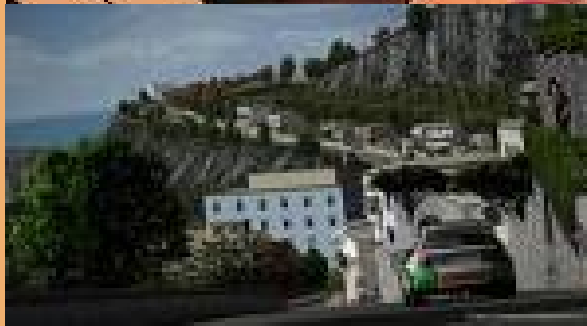
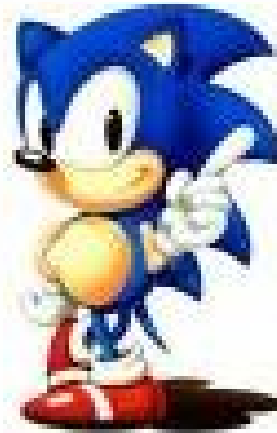


The N-Gen Mind

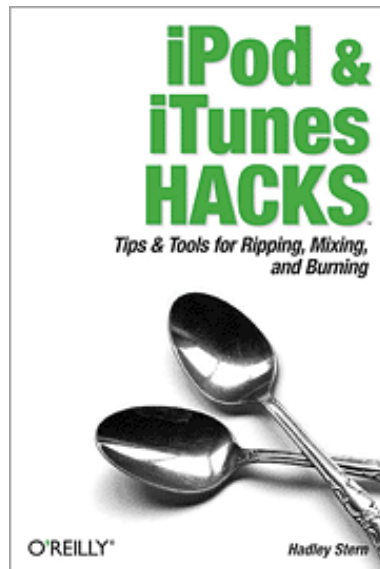
- Digital technologies impact brain function
 - ◆ Perception and cognitive ability
 - ◆ Skill acquisition
 - ◆ Learning
 - ◆ Empathy, altruism and other fundamental human traits
- How does growing up digital influence social, interpersonal and consumer behavior?
- Implications for marketing and management



Gamers in the workplace



Co-innovating with the N-Gen prosumer



Co-creating the message

www.zdsoft.com



Co-creating the message



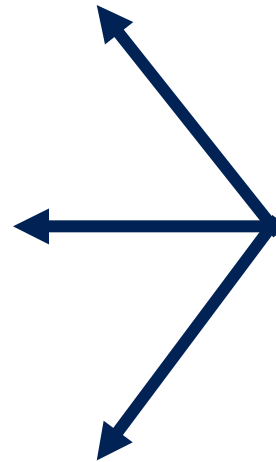
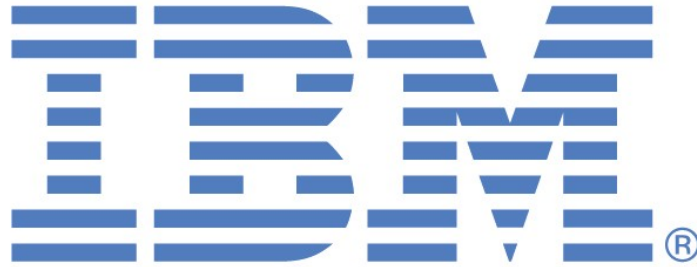
Age of participation





How are leading enterprises responding to the Wikinomics Era?

Building an open source operating system



LINUX

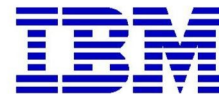
Sharing intellectual property



PHILIPS



Microsoft®



NOKIA
Connecting People

SONY

Novell

Mining for gold



A 50 year old mining company shares is proprietary data in a bid to explore the extent of a rich new find



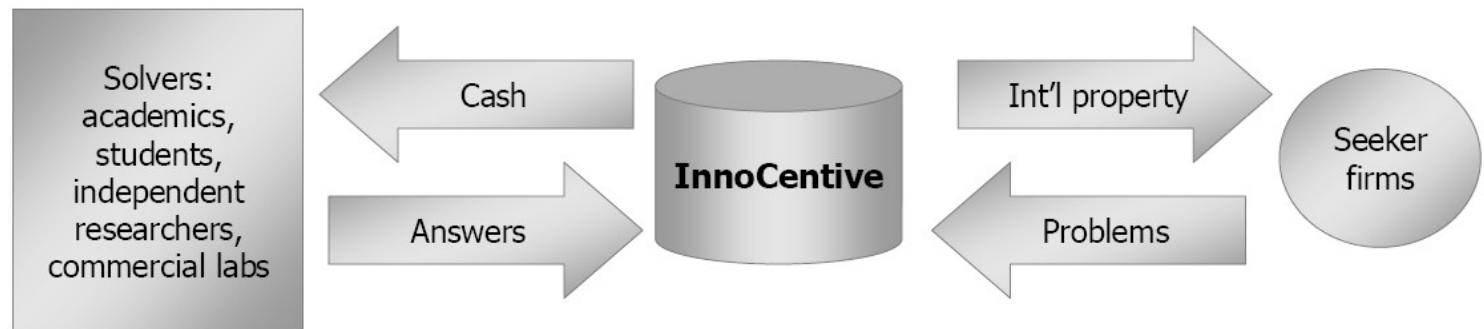
Searching for uniquely qualified minds

Creating an eBay for innovation

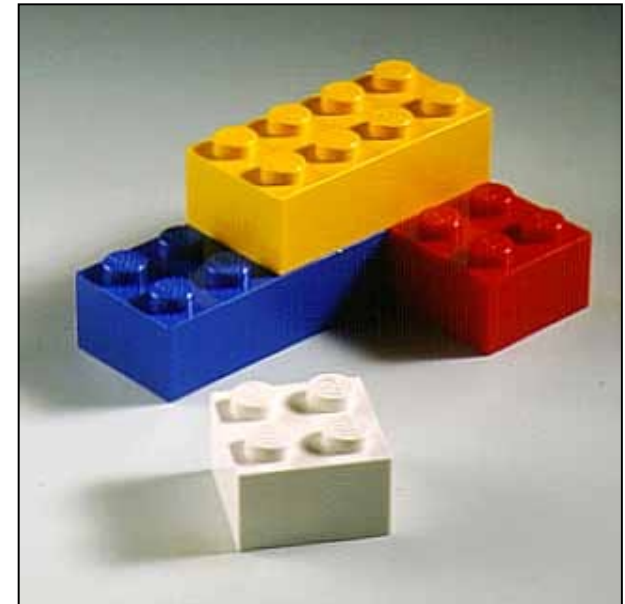
- How do you create a vibrant marketplace where you leverage other people's talents, ideas and assets quickly and move on?
- **P&G's Larry Huston:** "Alliances and joint ventures don't open up the spirit of capitalism within the company. They're vestiges of the central planning approach when instead you need free market mechanisms."



How InnoCentive



Building a “lego block” airplane



Co-designing a mutual fund

Marketocracy.com Investment Management

marketocracy

username: password: [log in](#) [forgot?](#) [sign up](#)

home research rankings run a fund TICKER stock info

Finding the best investors in the world ...

... the m100 Index delivers higher return with less risk.

PERFORMANCE
(m100 Index vs S&P 500 Index)

m100 Index Beta: 0.85

S&P 500 Index Beta: 1.00

latest news: Free trial to our Marketscope Newsletter ticker: stock info

**Not just
business . . .
Wikinomics in the
Public Sector**

If you can create an encyclopedia... what else?



**A free repository of
all human knowledge
that anyone can edit**

Wikipedia

- 5 million articles
- 100 languages
- 75,000 active contributors
- Over 1 million editors
- Over 10,000 edits everyday
- 100's of thousands of daily visitors
- 11th largest site on the Web

Analyzing national intelligence



IntelliPedia
For Their Eyes Only

Co-creating an educational curriculum

Web 2.0

The
Net
Generatio
n

The
Economic
Revolutio
n



LOG-IN | REGISTER

Find a Learning Resource or Search the Site

Resource

Site

search



Welcome To Curriki



Welcome to Curriki, your world of open source educational resources and curricula.

- ▶ [About Curriki](#)
- ▶ [News](#)
- ▶ [Staff Blogs](#)

Join Curriki

Create a profile now to start participating in the Curriki community. It's free! [Join Curriki](#)

Log-in

If you already have an account you can login

Curriki Home Page

Welcome to Curriki The Global Education & Learning Community

Our mission is to improve education around the world by empowering teachers, students and parents with user-created, open source curricula, and it's all free!

Welcome



Welcome to the exciting new world of Curriki! We believe that access to knowledge and learning tools is a basic right of every child. Our goal is to make curricula and learning resources available to everyone.

We just launched and we're growing every day. The Curriki Community is comprised of thousands of people like you who want to create and use high-quality educational resources. New members have started posting their resources. Use the search button to see what's here.

[Join us](#) now so you can contribute your resources to this ever growing collection.

A Few Words from Scott McNealy

Access to basic knowledge and learning tools for our children should never be proprietary. In fact, this can and should be a basic right of every child. Yet, over 100 million kids around the world do not have access to these primary education tools. We want to change this. The benefits to providing universal access to an education are endless.

At Curriki, the sole mission is to educate. By building a world class learning environment that is community developed and supported, and publishing it for free on the Web, Curriki works to ensure that anyone, from anywhere can participate. [Read more](#)

Fighting crime in your community

E CHICAGOCRIME.ORG AV

4200 N

A freely browsable database of crimes reported in Chicago.

Browse by: [Crime type](#) · [Street](#) · [Date](#) · [Police district](#) · [ZIP code](#) · [Ward](#) · [Location](#) · [Route](#) · [City map](#)

Crimes by district / District 3 (Grand Crossing)

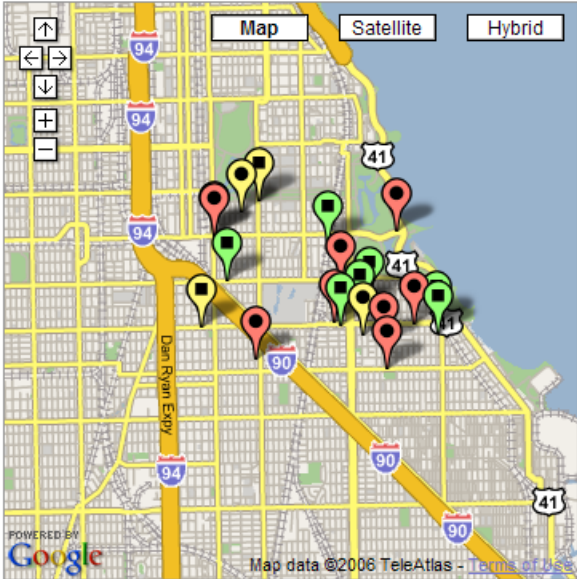
Beats: [0311](#) · [0312](#) · [0313](#) · [0314](#) · [0321](#) · [0322](#) · [0323](#) · [0324](#) · [0331](#) · [0332](#) · [0333](#) · [0334](#)

[Official district Web site](#)

Latest reported crimes

	JUNE 1	Battery
	11:40 p.m.	2000 block E. Hayes Dr. Street
	JUNE 1	Battery
	11:30 p.m.	6300 block S. Dr Martin Luther King Jr Dr. Street
	JUNE 1	Deceptive practice
	11:24 p.m.	7100 block S. Oglesby Ave. Street
	JUNE 1	Battery
	11:23 p.m.	7200 block S. East End Ave. Apartment
	JUNE 1	Weapons violation
	11:10 p.m.	1900 block E. 75th St. Street
	JUNE 1	Motor vehicle theft
	10:54 p.m.	6900 block S. Ridgeland Ave. Street
	JUNE 1	Criminal trespass
	10:37 p.m.	7100 block S. Blackstone Ave. Apartment
	JUNE 1	Criminal damage
	10 p.m.	7200 block S. Oglesby Ave. Street
	JUNE 1	Theft
	9:45 p.m.	7000 block S. Cornell Ave. Apartment

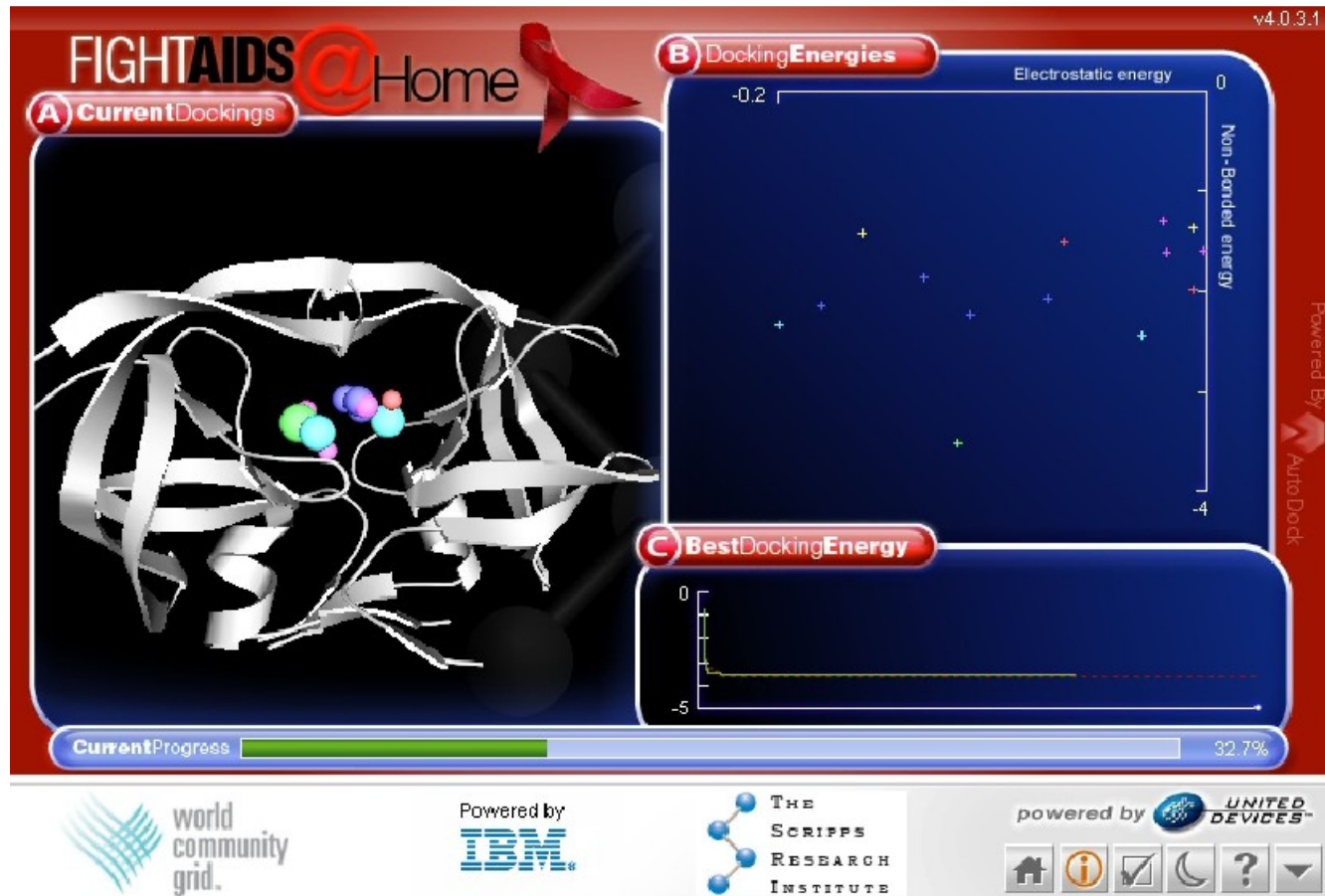
Map Satellite Hybrid



POWERED BY Google

Map data ©2006 TeleAtlas - [Terms of use](#)

Finding a cure for HIV/AIDS



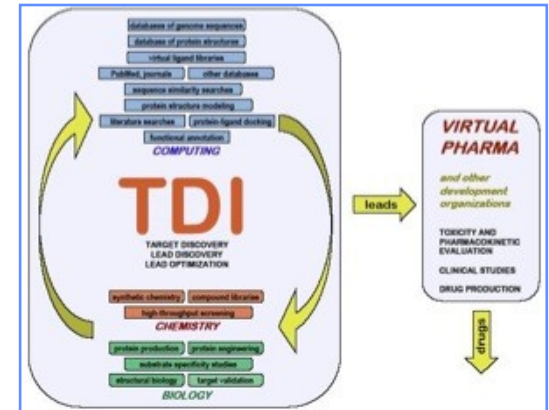
Creating massive scientific communities



Earth Systems Grid



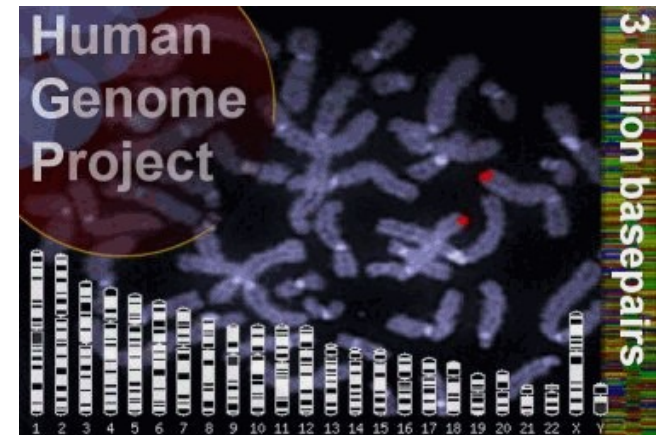
World Community Grid



Tropical Disease Initiative



Sloan Digital Sky Survey



**GenBank:
Human Genome Project**

e.g. 1600 Pennsylvania Ave, 20006

☒ [75 Varick Street, NY](#)



Clear

Places

My Places

☒ Sightseeing

Start your Google Earth world tour here!
Click on an underlined

☐ default

Google Earth default view.
Edit/Snapshot a new view to change

Temporary Places

☒ Avian flu H5N1 outbreaks in birds , and in humans

☐ Expand folders to view maps

☐ Release notes -- provisional build 12/01/2006

Expand folder to view map.

This version is a just a temporary

☒ MAP 1. By country: H5N1 outbreaks in animals

☒ MAP 2. Outbreaks by date

☒ (1) Dec 2003 - April 2004

☒ (2) May-Aug 2004

☒ (3) Sept-Dec 2004

☒ (4) Jan-April 2005

☒ (5) May-Aug 2005

☒ (6) Sept-Dec 2005

H5N1 outbreaks in animals

Timing of outbreak

- Dec 2003 - Ap 2004
- May 2004 - Aug 2004
- Sep 2004 - Dec 2004
- Jan 2005 - Ap 2005
- May 2005 - Aug 2005
- Sep 2005 - Dec 2005
- Jan 2006

Numbers culled

- < 10
- < 100
- < 1,000
- < 10,000
- < 100,000
- > 100,000

Source: Howard Ratner, CTO, Nature Publishing Group



© 2006 National Geographic Society
Image © 2006 MDA EarthSat

© 2005 Google

Pointer 34°09'10.96" N 48°32'02.52" E

Streaming ||||| 100%

Eye alt 6337.45 mi

Layers

☐ Lodging

☐ Dining

[Go To](#)
[Local Search](#)
[Directions](#)

e.g. 1600 Pennsylvania Ave, 20006

☒
[75 Varick Street, NY](#)

Places

☐ Enable the [Google Earth Community](#) layer in the **Layers**

☒ [Reichstag, Berlin, Germany](#)

☐ Enable the [Google Earth Community](#) layer in the **Layers**

☒ [Imperial Palace, Tokyo, Japan](#)

☐ Enable the [Google Earth Community](#) layer in the **Layers**

☐ [default](#)

Google Earth default view.

☒ ☒ [Temporary Places](#)

☒ ☒ [Avian flu H5N1 outbreaks in birds, and in humans](#)

Layers

☒ ☒ **Layers**

☒ ☒ **terrain**

☒ ☒ **National Geographic Magazine**

☐ ☐ **Google Earth Community**

☐ ☐ **Community Showcase**

☐ ☐ **Google Earth Community (Unrank**

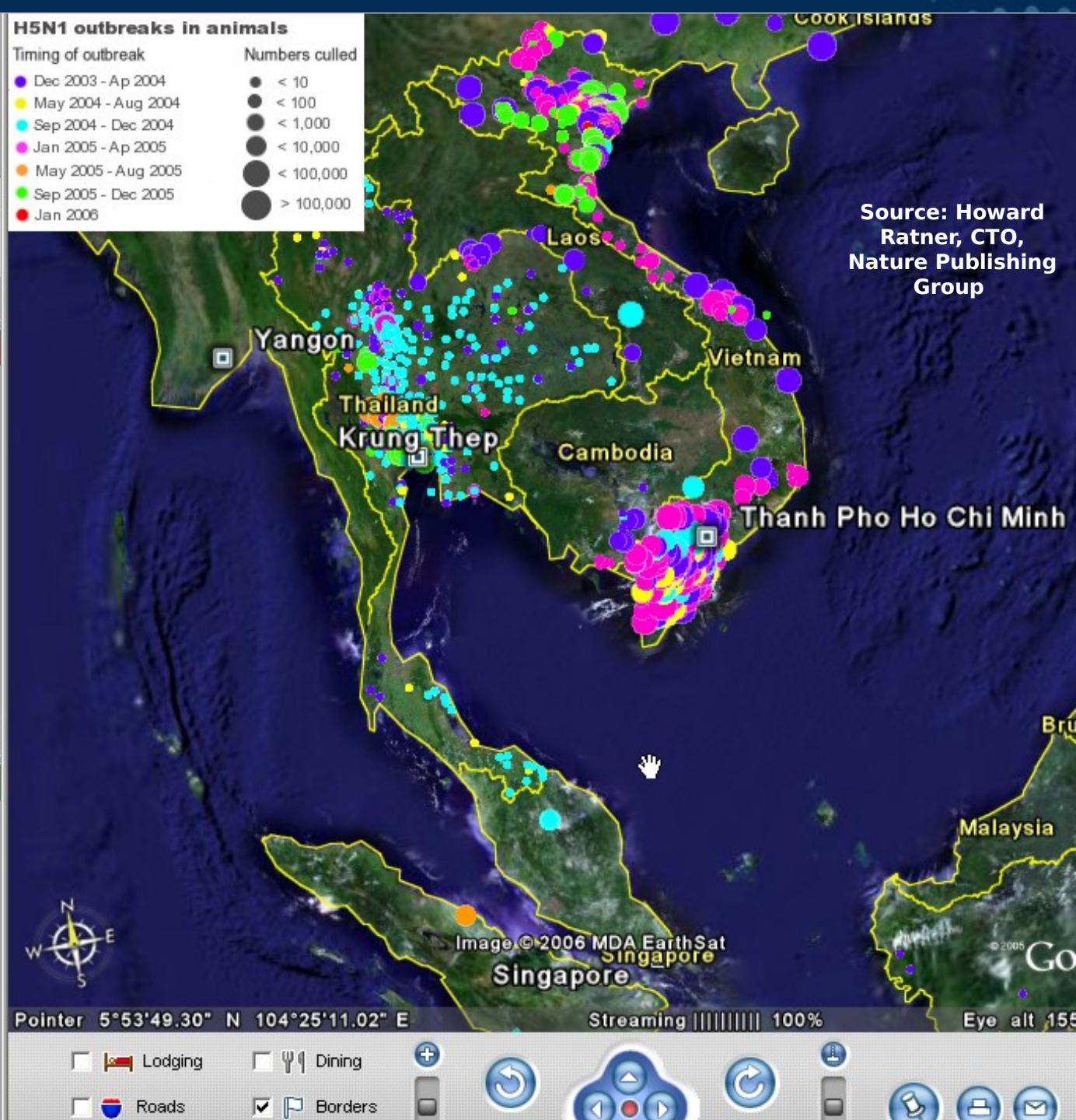
☐ ☐ **Dining**

☐ ☐ **Lodging**

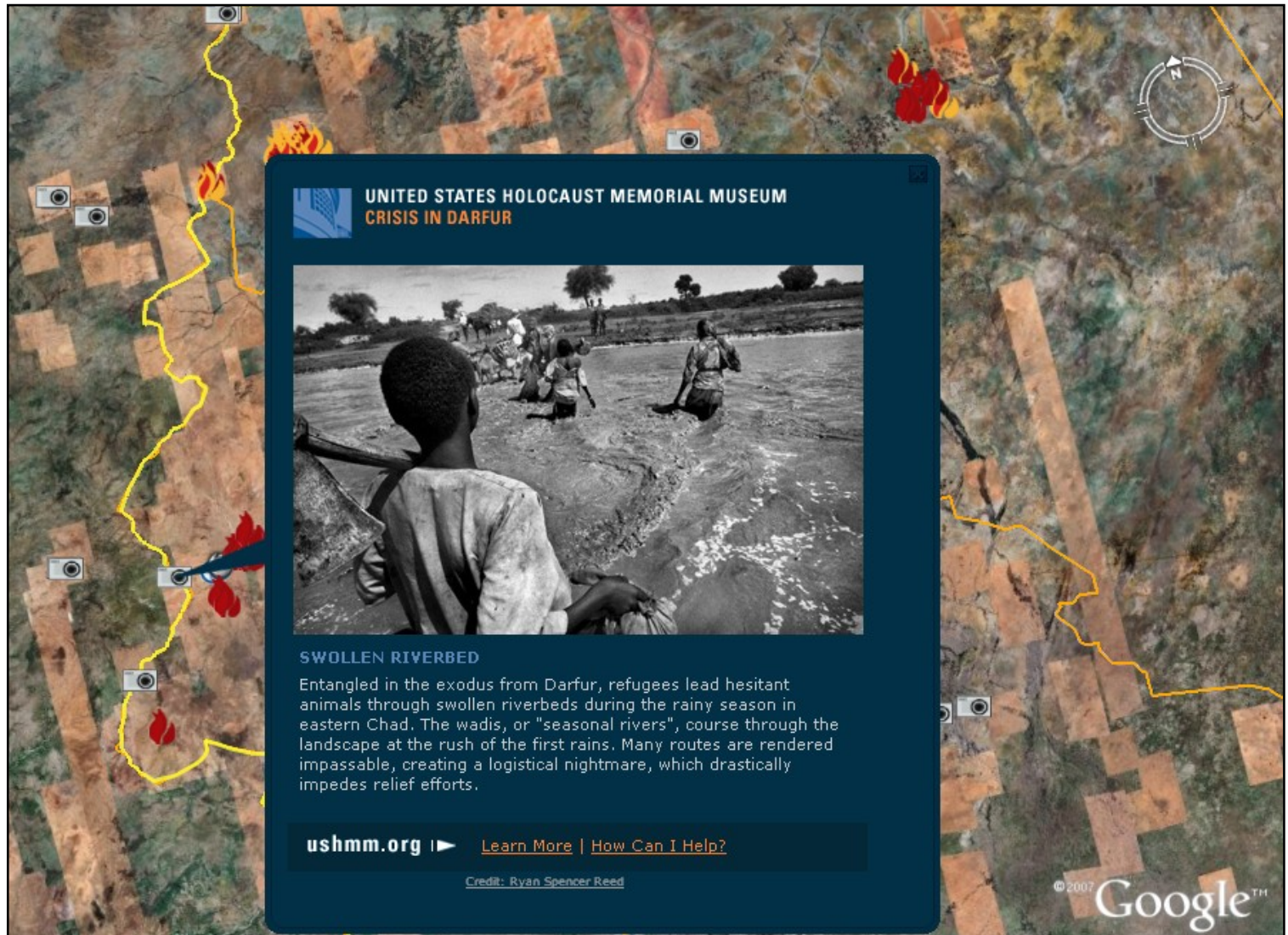
☐ ☐ **Banks/ATMs**

☐ ☐ **Bars/Clubs**

☐ ☐ **Coffee Shops**



Stopping genocide in Darfur



UNITED STATES HOLOCAUST MEMORIAL MUSEUM
CRISIS IN DARFUR



SWOLLEN RIVERBED

Entangled in the exodus from Darfur, refugees lead hesitant animals through swollen riverbeds during the rainy season in eastern Chad. The wadis, or "seasonal rivers", course through the landscape at the rush of the first rains. Many routes are rendered impassable, creating a logistical nightmare, which drastically impedes relief efforts.

ushmm.org | [Learn More](#) | [How Can I Help?](#)

Credit: Ryan Spencer Reed

© 2007 Google™

Political campaigning on MySpace

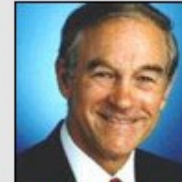
MYSPACE IMPACT
A place to make a difference

myspace impact awards


This Month's Health & Safety Winner
Skate4Cancer
Vote for the nominee you feel is making the biggest difference!
[More info »](#)

impact presidential focus


Bill Richardson

 Hillary Clinton	 Joe Biden	 John Edwards	 John McCain
 Dennis Kucinich	 Ron Paul	 Mitt Romney	 Barack Obama

myspace®
a place for friends
Find Your Graduating Class


I graduated in:

1996
1986
1976
1966

 **FIND**

Reinventing democracy



- Digital age creates an infrastructure – and a demand – for a more genuine role for citizens in their own governance
- “Netizens” are a growing cohort with more access to diverse perspectives, better information and accustomed to tools for self-directed activities
- The issue for 21st century democracy: creating room and a role for citizens in governance

Engaging citizens in policy making

Depth

**moderated brainstorming
workshops**

focus groups

policy networks

idea zone

policy portals *education zone*

targeted communications

citizen juries

commissions

question periods

town halls

*recommendation
zone*

solicited feedback

deliberative polling

polling

decision zone

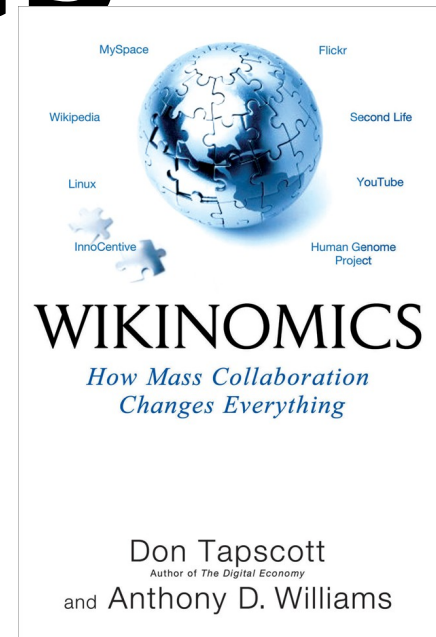
elections

referenda

Breadth

WIKINOMICS

How Mass Collaboratio n Changes Health



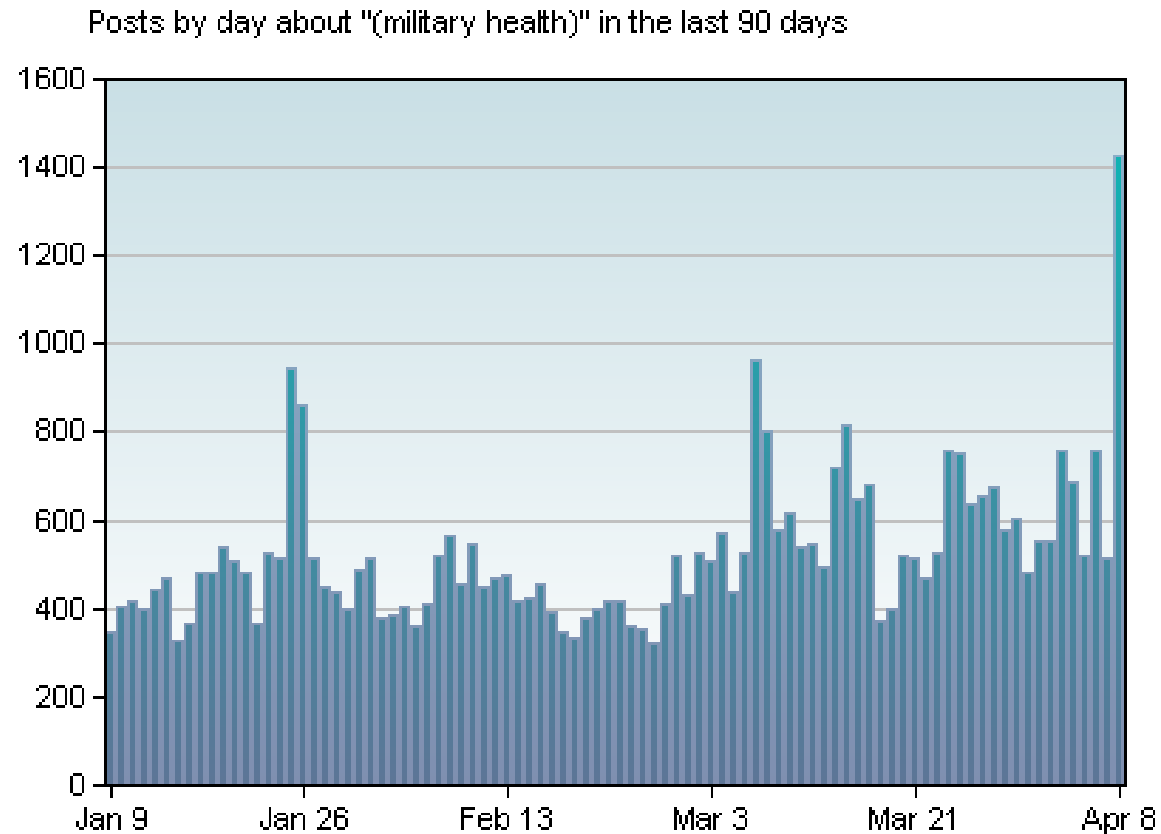
The democratization of health care



The demand for information is high

Topic	Number of blog posts	Number of Google groups	Number of Yahoo searches Feb 2007
Health	11,131,000	3.464	420,000
Cancer	2,813,000	468	82,000
Medicine	2,191,000	826	104,000
Depression	1,302,000	246	233,000
Diabetes	1,148,000	216	154,000
Allergies	570,000	106	64,000

Blogging about health and the military



POWERED BY  Technorati

Self-organized care

OrganizedWisdom Home | Login | Invite

Enter Health Keyword(s) Search
e.g. Diabetes, Depression, Pregnancy, Anxiety

Create WisdomCard My Profile My Wisdom Messages

User WisdomCard™ for:
Hay fever symptoms

Save Share Print

NEW ECZEMA BREAKTHROUGH
STOPS ITCHING IN 10 MINUTES
Amazing Pictures & Testimonials
GET HEALED FOR ONCE AND FOR ALL!!!
CLICK HERE to read the story of a mom's miraculous discovery to heal her son's eczema
Feedback - Ads by Google

Trial and Error - Springtime Hayfever and the Outdoors

3 of 3 people found this wisdom helpful.

What happened?
At about 10 years old I discovered that being in the woods, fields, or other outdoor areas in the midwest for about 2 weeks every spring caused severe allergic reactions. These included my eyes swelling closed, tearing, and itching; uncontrollable running nose and sneezing; and itchy throat.

Author

OrganizedWisdom
OrganizedWisdom
Patient Expert
Male, 34
Profile Options:
[View Author's Profile](#)

MyCANCERPLACE Join the Community

HOME BROWSE PERSONAL WEB PAGES GALLERY FORUM POLL GROUPS RESOURCES EVENTS SIGNUP MY ACCOUNT

FEATURED MEMBER
rwilkinson

Female
46 years old
South Florida,
United States

MEMBERS LOGIN
Username:
Password:
☐ Remember Me
Login
[LOST YOUR USERNAME OR PASSWORD?]

NOT YET A MEMBER? JOIN NOW!

Welcome
My Cancer Place is the only place to join a community of people with cancer, share information, give and receive support, learn from the experiences of others, and create a free web page with text and photos that you can change anytime.

RANDOM POLLS [-]


NEW WEB PAGES [-]

John
SV:casayshelly

RECENT LOGINS

NO IMAGE AVAILABLE

NO IMAGE AVAILABLE

NO IMAGE AVAILABLE

NO IMAGE AVAILABLE

revolutionhealth preview Give us feedback

Welcome - Register | Sign In

Home My Revolution Toolkit Healthy living Conditions & treatments Doctors & hospitals Insurance Learn from others Member central

Find a medication Treatment & medication ratings Symptom checker

Conditions > Asthma & allergies Text size: [A] [a]

Asthma & allergies

Topics
Asthma
Food allergies
Hay fever - Seasonal allergies
Peanut allergy

Related topics
Emphysema
Chronic sinusitis
Sinus headache

Learn from others
Forums


Nowhere to run, nowhere to hide
Is it possible to escape spring allergies?
Advertisement

Your content partners include:
 MayoClinic.com

Recent news
Vitamin D in pregnancy may reduce child's wheeze
Antibiotics, steroids overused for sinusitis
Gene plus mom's smoking boosts child's asthma risk
Allergy sufferers bothered by more than allergens
FDA wants tough warning on Genentech asthma drug
More Asthma & Allergies news

Recommended by others
To calculate popularity, we look at many factors, including average rating and total number of ratings. A 10 is the highest score.

Food Allergies Support Community

Join Our Free Community - We're here to help!



- Get immediate support from others like you
- Create and share an anonymous journal
- Learn about treatments and ways to cope
- Get recommendations of medical professionals

Recent Discussion Topics

- Crisis Averted
- List of tree nuts
- Milk Protein Allergy and Dating
- allergic to nuts

What is Food Allergies?
A food allergy is hypersensitivity to dietary substances, leading to various types of gastrointestinal complaints. It occurs mainly, but not exclusively, in children. It is a common type of allergy, a... [More](#)

[Join Our Community](#)

Consumer devices driving change



**Radiology
images stored
on an iPod**

**iChat used for
conferencing**



Shared across a network



Remote health monitoring



Wearable computers

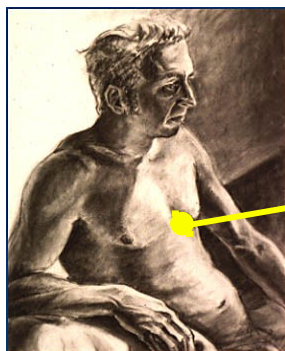


24/7 emergency care

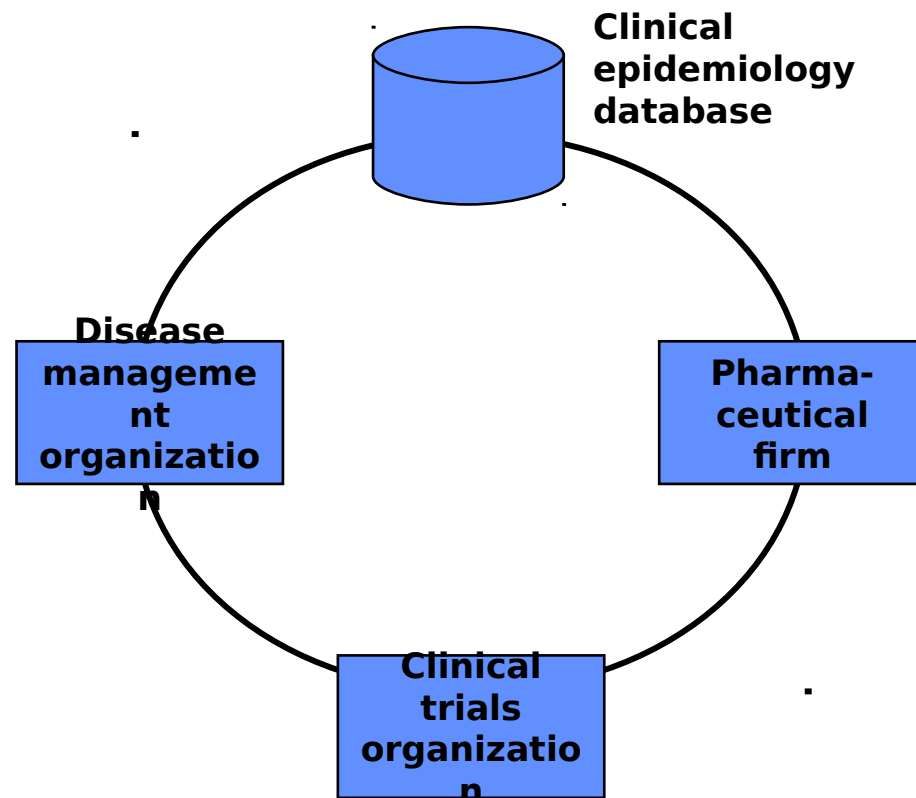
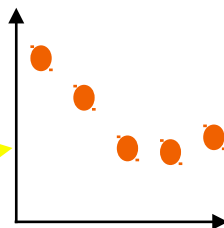


**LifeVest
wearable
atrial
defibrillator**

OnStar for people – the next evolution in health care?



© 2002 Andy Rekito



- Patient care
- Phase IV clinical trials
- Population segment-specific treatments
- DNA-specific treatment

Help Us Write the Last Chapter!

Wikinomics / Wikinomics - Mozilla Firefox

File Edit View History Bookmarks Tools Help

http://www.socialtext.net/wikinomics/index.cgi

Latest Headlines del.icio.us Bloglines | My Feeds (...) Wikinomics WordPress Backpack BBC Guardian NYT FP Economist FT Boing Boing Technorati Slashdot WN LSE Lloyds

WIKINOMICS

How Mass Collaboration Changes Everything

[Home] [the Book] [the Blog] [the Wiki] [the Channel] [the Buzz] [Buy]

Wiki Home New search Search Settings - Login - Register - Help

Quick jump: What's new - Weblogs

Login + Edit

Wikinomics

Wikinomics

Greetings!

Welcome to The Wikinomics Playbook, the "unwritten chapter" of [Wikinomics: How Mass Collaboration Changes Everything](#) -- the first peer-produced guide to business in the twenty-first century.

This experiment in mass collaboration runs on a [wiki](#), the same collaborative software that powers [Wikipedia](#). Just like Wikipedia, you have the power to add or edit entries, discuss your views, or simply read what others have written (see [Wiki 101](#)).

To get things started, we have provided a bare-bones framework for [The Playbook](#). It's simply the seven models of mass collaboration outlined in *Wikinomics* (Chapters 3-9), with a short introduction to each section and some questions to stimulate discussion. The rest is up to you. Write new content, add links, update facts, provide fresh examples, share your war stories, or discuss how the issues raised in each chapter are playing out in your organization, sector, or both.

Since this is a community effort, we respectfully ask all contributors to observe some basic [house rules](#). No obscenities, no plagiarism, no advertising or self-promotion, and no secondary content without sources. Above all, please be courteous; this community is based on mutual respect and openness. But [be bold](#) too - don't be afraid to advance the conversation or push it in new directions. We encourage you to discuss changes with fellow contributors on the [Discussion Blog](#). We monitor the blog daily, so post your questions -- we'll respond as soon as we can.

All contributors to the *The Wikinomics Playbook* will be listed on a credit page (or add your name to the [Wikinomics Community](#) in the meantime) and all content will be protected by a [Creative Commons license](#). This means that the community owns the IP. No one, including the authors, will profit from this wiki commercially.

With all of those details out of the way, we invite you to jump in and have fun!

Don Tapscott and Anthony D. Williams, co-authors of *Wikinomics*

49 REVISIONS

Tags

[businessmodels](#)
[wiki_page](#)

Incoming Links

[Wikinomics Beyond Business](#)
[Peer production](#)

Attachments

Done

www.wikinomics.com

Q & A

Principles of Wikinomics

1. Peering
2. Openness
3. Sharing
4. Acting Globally

Peering

- Who are our peers?
- What could we peer produce today?
- How do we build a community?

Openness

- How do we tap global talent pools?
- How do we change our organizational culture?

Sharing

- Are there proprietary resources we should be sharing?
- With whom (and how much) should we share?

Act Globally

- How can we extend our reach?
- Can we create a seamless global operation?